

The State of the City

Prepared by
Mayor Carolyn A. Kirk
December 2012



Dear Citizens of Gloucester,

In April of 2008, I delivered the first-ever comprehensive State of the City report. It touched on everything from a breakdown of the municipal budget to infrastructure needs to economic development to hard numbers on where your tax dollars go.

This is the 5th Annual State of the City report, and is a continuation of what has been an ongoing dialogue about our city. This process provides citizens, municipal employees, and my elected colleagues on the City Council and the School Committee with a common framework for celebrating our successes and understanding the challenges we still face.

Gloucester has come through the roughest economic period in generations and emerged with firm control over our destiny. It is a tribute to the character of Gloucester's people – people who have risen to meet the challenges placed before them, and Gloucester is stronger for it.

In 2008, I said that it is the very city itself that needs us now. Today, I am pleased to report that the State of the City is sound but the city still needs us as we shape her future in the midst of tremendous change.

Yours faithfully,

Mayor Carolyn Kirk
December 2012

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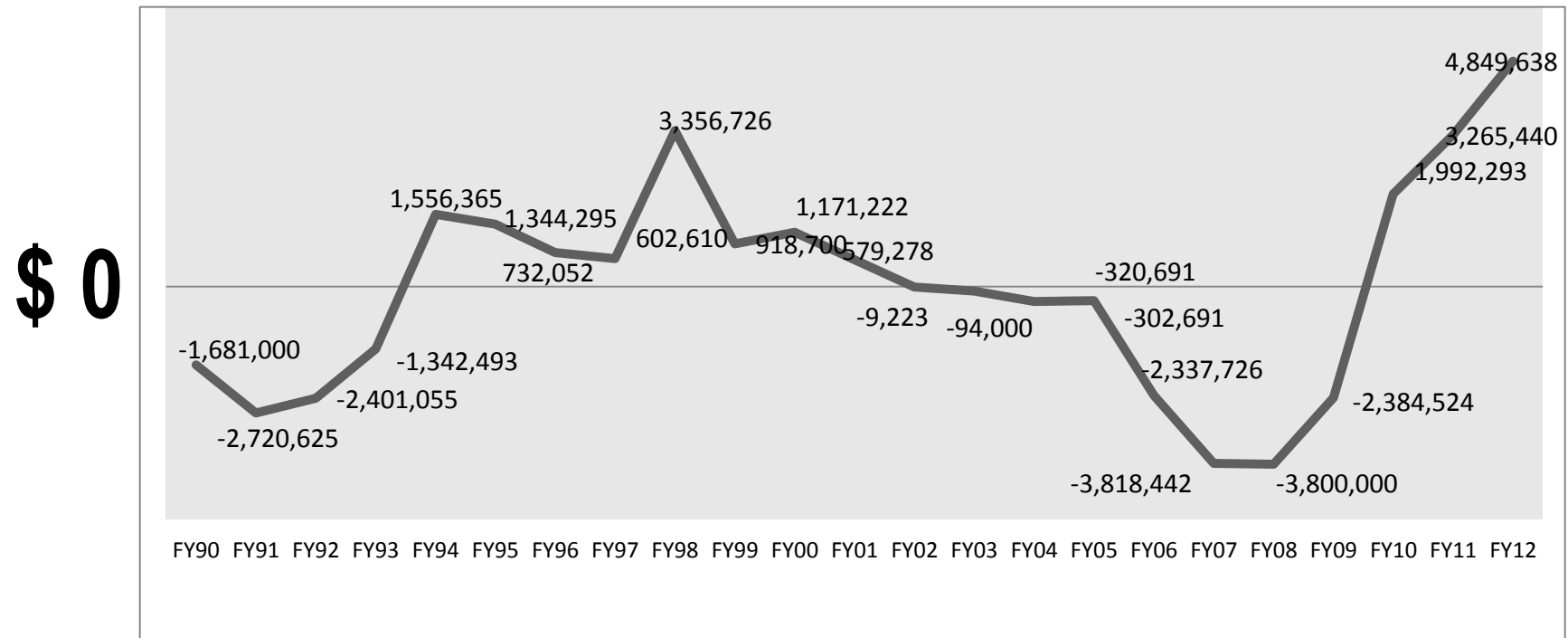
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FINANCIAL OVERVIEW

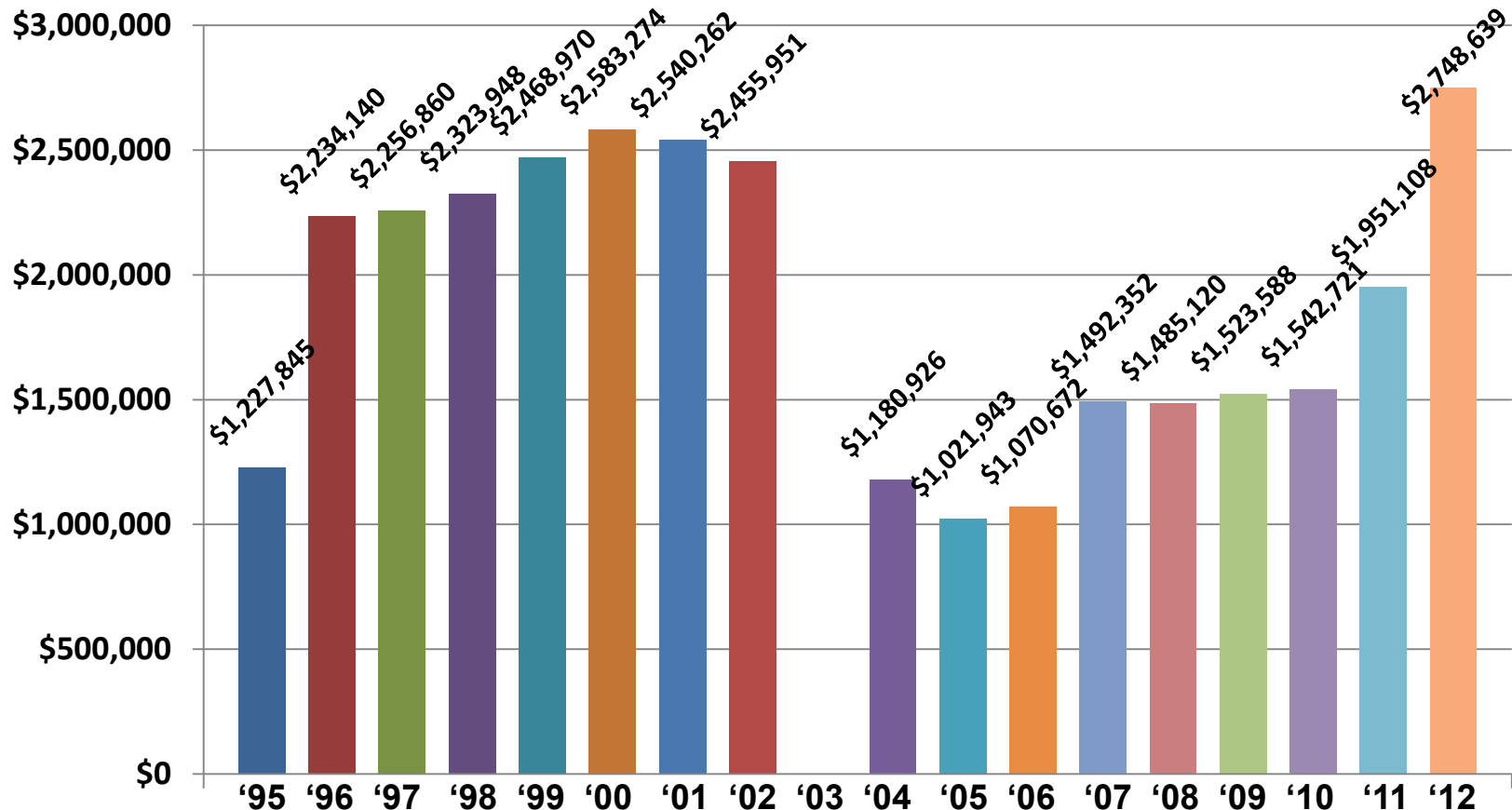


FREE CASH: *The fiscal turnaround of the city is remarkable. The reversal of a 10-year decline in free cash positions Gloucester to invest in capital improvements, its reserves, future liabilities, and city services.*

Free Cash = Financial Flexibility and Fiscal Discipline



STABILIZATION FUND: *Using Free Cash, we have been able to make deposits into the city's emergency fund.*



***We should have a minimum of 5% of the operating budget held in reserve.
Between fund balance and stabilization, we have achieved our goal.***

BOND RATING: *Gloucester is Double A rated – “high quality by all standards”
– according to the Moody’s definition of ratings categories.*

Moody’s Investors Service – September 2012

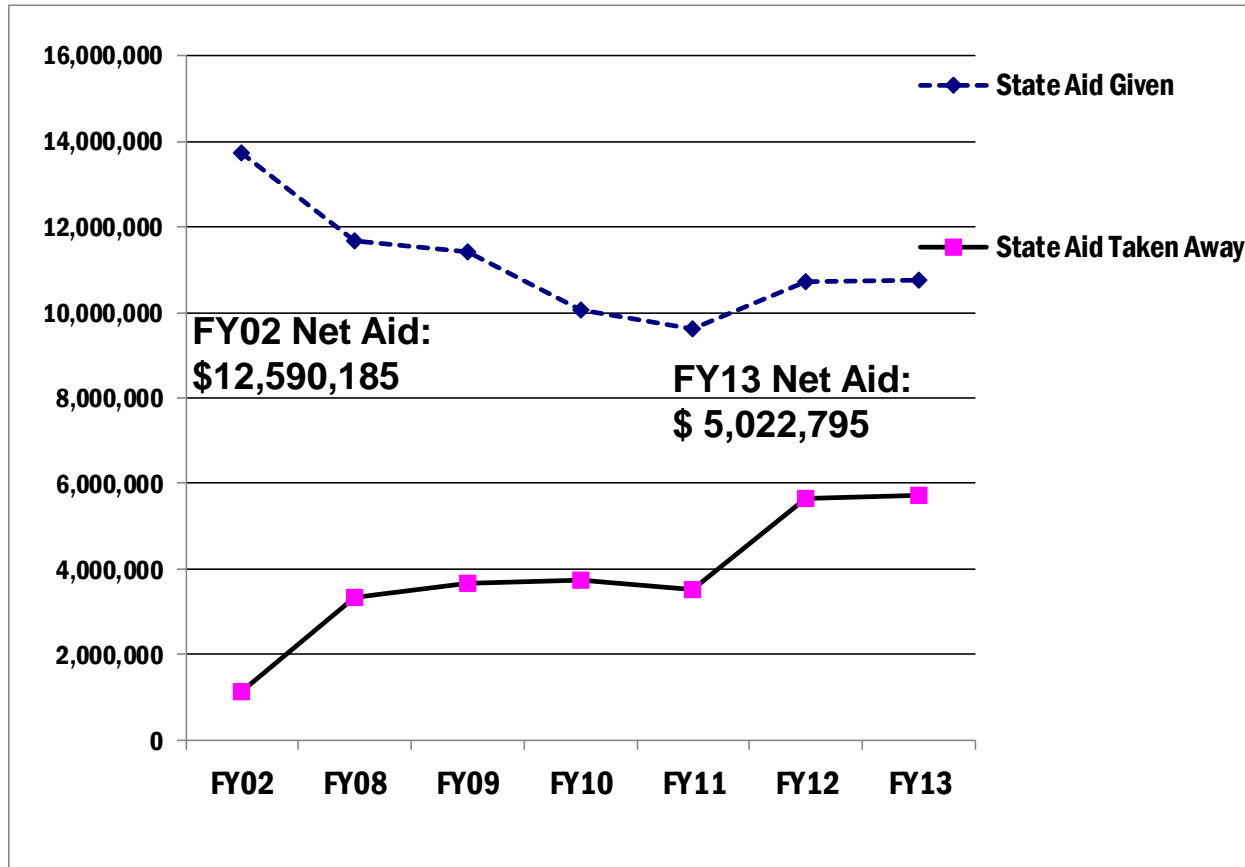
“Improved financial position expected to remain stable.”

“Structurally balanced operations for two consecutive years and growing reserve levels.”

“Gloucester will continue to enjoy access to capital markets given its history of competitive bids on previous borrowings.”

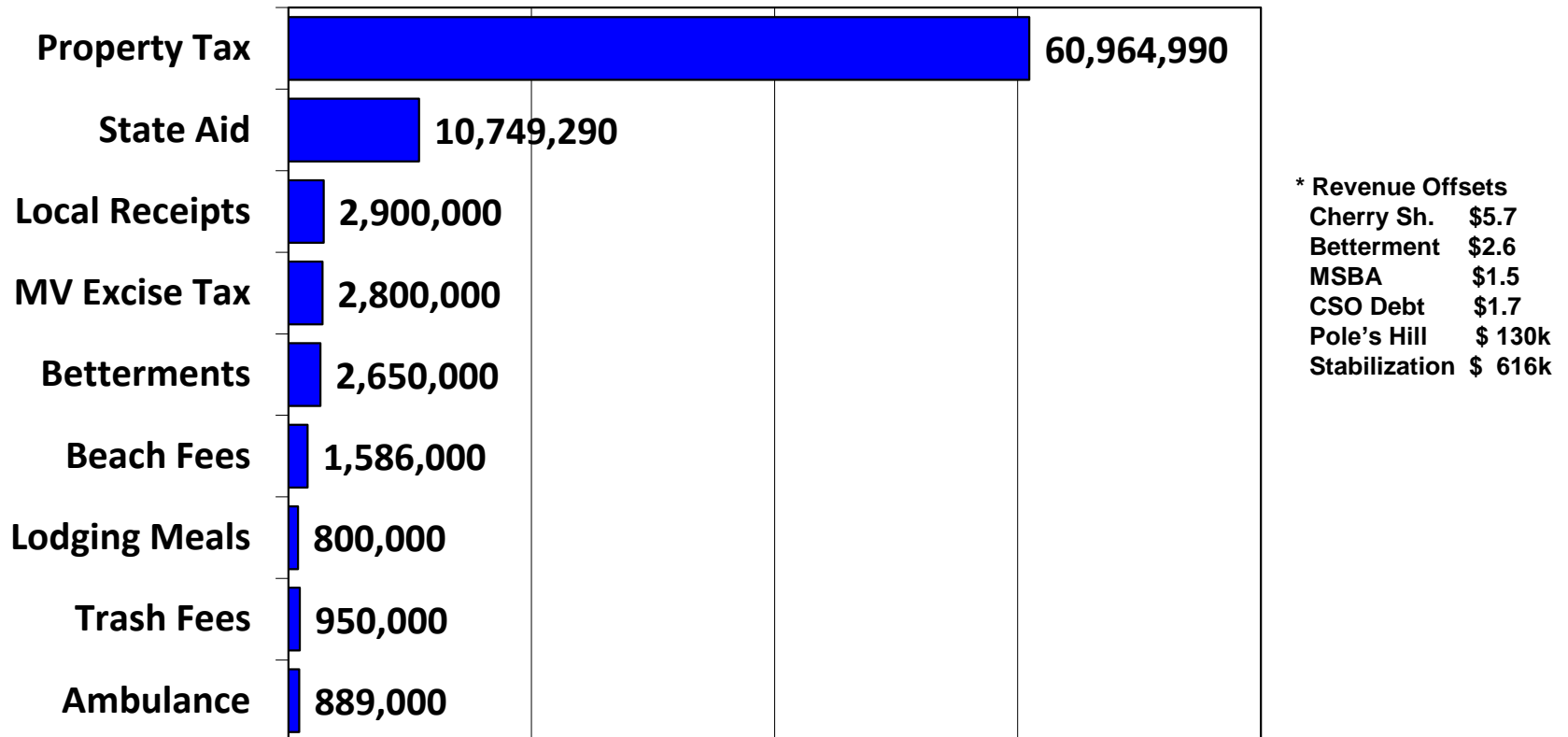
***“Affordable planned future borrowings.”
(noting West Parish School, and a combined police and fire safety building)***

REVENUE TRENDS – STATE AID: *11 years ago, 17% of the city’s budget was made up of state aid. Today, only about 5% is.*



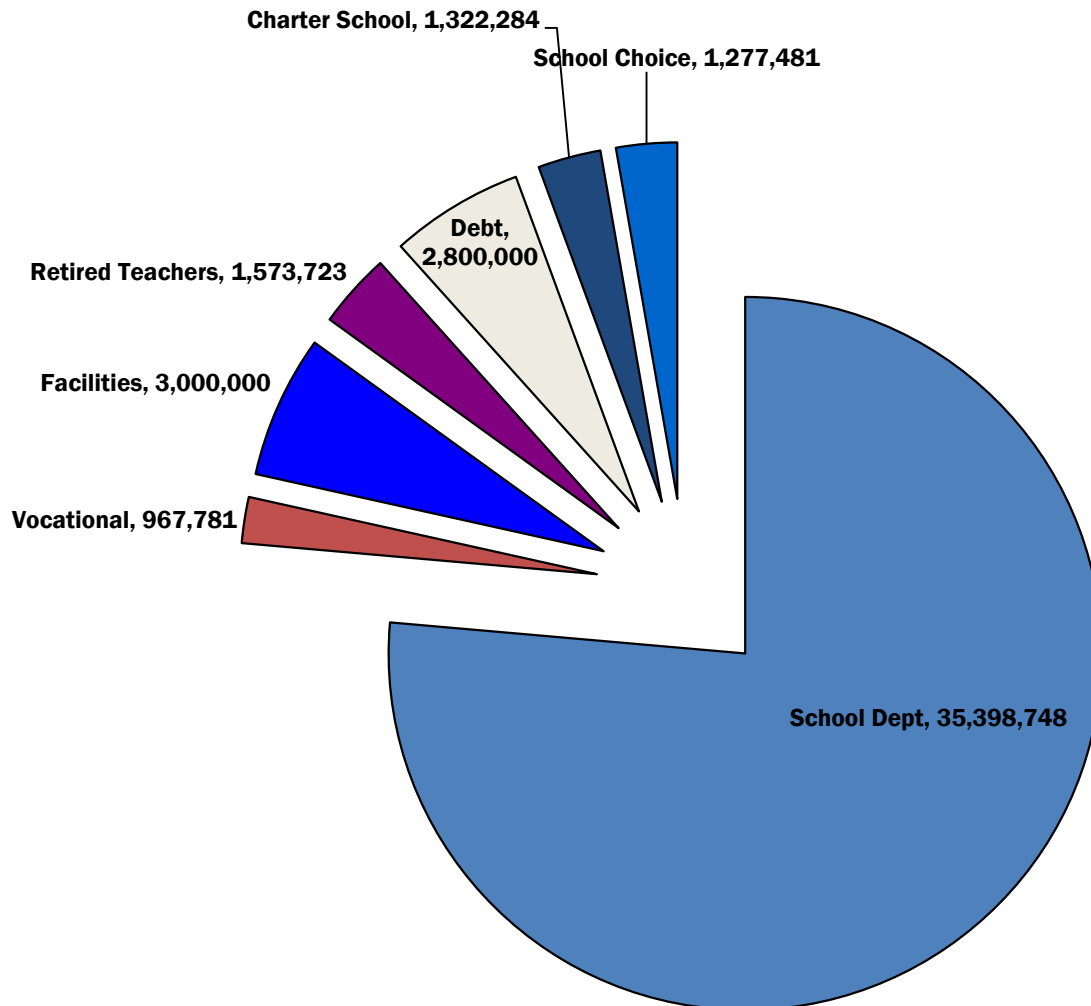
FY 13 BUDGETED REVENUES – all sources: *Property tax remains the single highest contributor to city revenue by far. Total general fund revenues are almost \$90 million however offsets comprise over \$12 million.*

Revenue* Budgeted for FY13



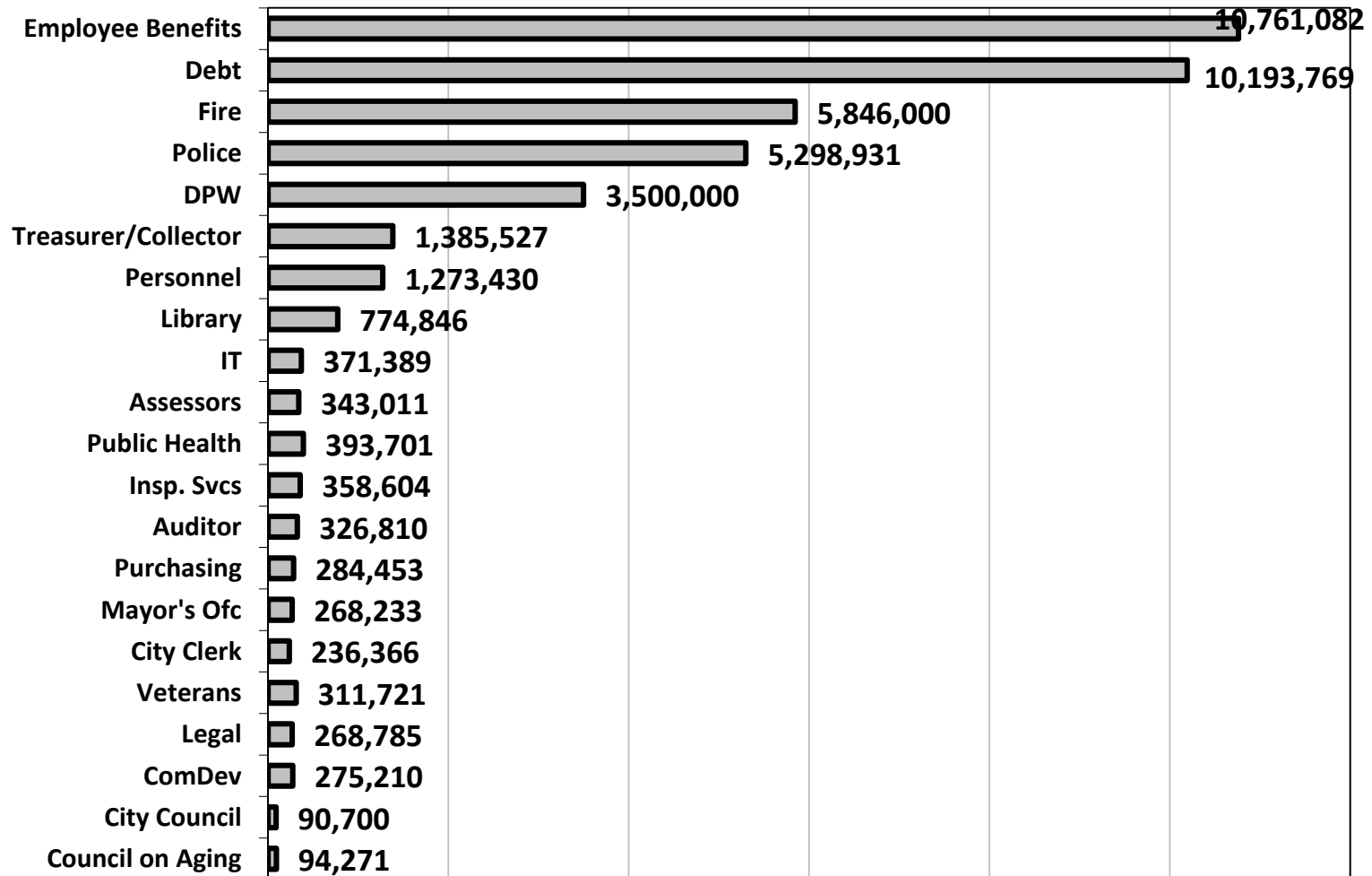
For exact figures, see FY13 budget.

SCHOOL SPENDING: *On an estimated total FY13 net budget of \$78 million, education-related spending represents almost 60% of city expenditures for a total of \$46 million.*



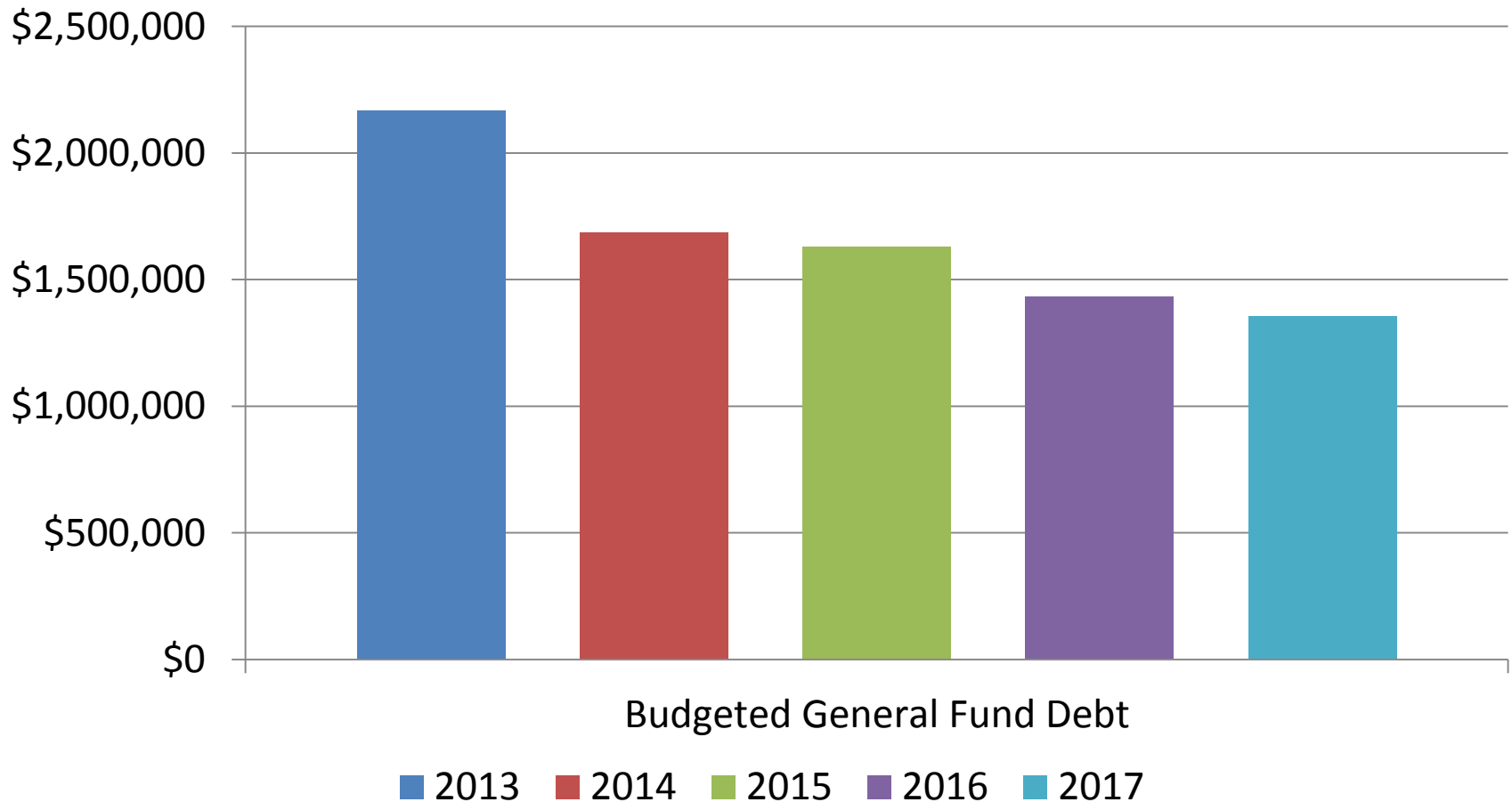
The Superintendent of Schools delivered the first ever State of Education address in Spring of 2012.

CITY SPENDING BY DEPARTMENT – FY13: *After school dept. expenses, employee benefits (health insurance and pensions) and debt represents the greatest expense the city carries.*



For exact figures, see FY13 budget.

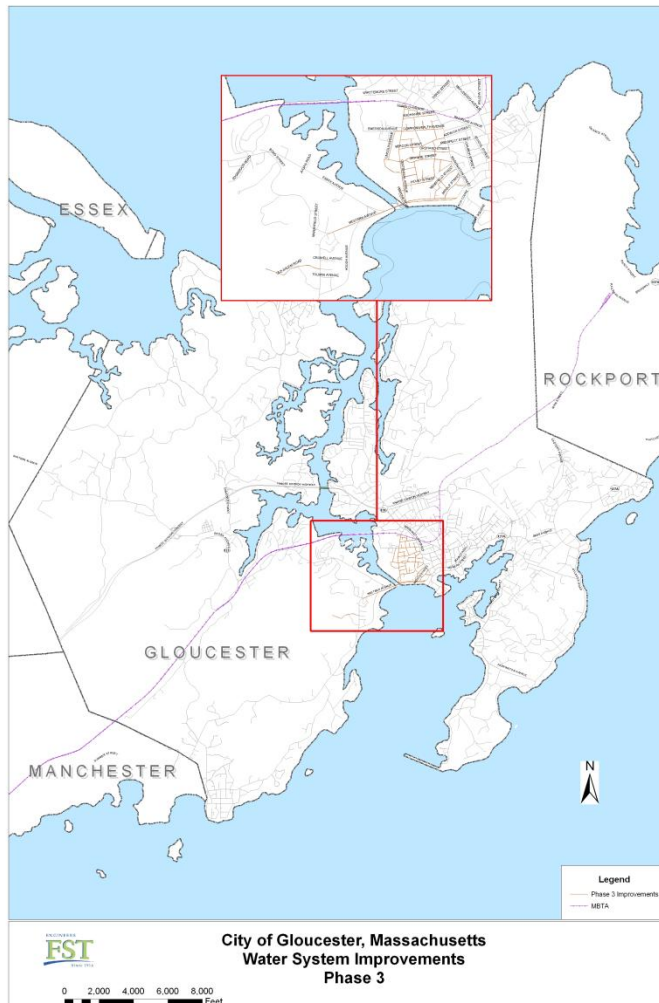
DEBT MANAGEMENT/CAPITAL PLANNING: *If possible, we would like to cap the debt burden at today's level. As debt retires, capital projects can be initiated.*



INFRASTRUCTURE



DRINKING WATER: *The water distribution system in this area is being replaced. The most densely populated areas of the city rely on this network including Central, North and East Gloucester, and AGH.*



DRINKING WATER: *Plum Cove water tower is being replaced at a cost of \$2.5 million.*

Plum Cove water tower is disassembled section by section.



Plum Cove water tower being built.



A collapsed water tower...



WILMINGTON, Mass. (WHDH) -- A 400,000-gallon water tower came crashing down in Wilmington on Friday. The rush of water was powerful enough to move two trucks, take down trees, and push a dumpster across a parking lot. 2/24/12

DRINKING WATER: *Other projects related to drinking water include water main replacement in Annisquam and continued upgrades in the plants.*



“We’ve had tea-colored water for 25 years.”

The aging water treatment plants continue to receive investment.



WASTE WATER: *The Sewer Treatment Plant is under an Administrative Consent Order issued to the City by DEP in February 2007, and is undergoing a \$20 million upgrade.*



Phase I Complete.
Phase II Completed by Summer 2013.
On time.
On budget.
In compliance with Consent Order.



CSO and SECONDARY TREATMENT STATUS: *Together we are bearing our community responsibility to come into compliance with the Clean Water Act while at the same time negotiating reasonably to ease the burden.*

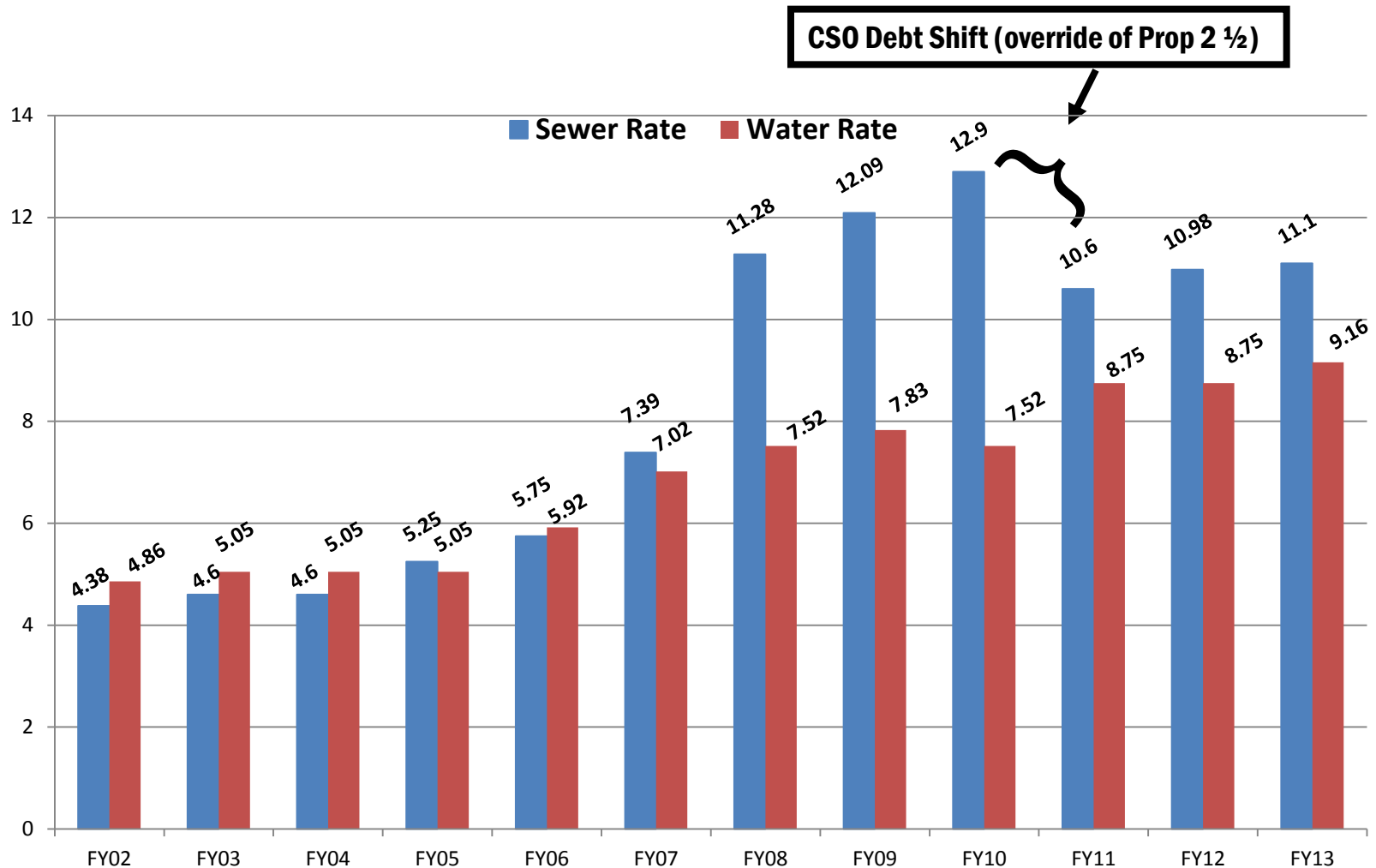
Combined Sewer Overflow (CSO) Project:

- Reorganized and reduced the scope and schedule of the CSO sewer separation work in the downtown area through successful negotiations with DEP and EPA.
- Modified Consent Decree filed with Department of Justice in Fall 2012 (three year negotiation).
- Currently a \$35 million burden on city residents.

Secondary Treatment:

- Engaging in negotiations with DEP and EPA for their consideration of alternate approaches to secondary treatment (estimated \$40 – 60 million burden on citizens).

RATE SHOCK: *Pressure remains on the water and sewer rates due to long overdue capital projects and mandates from the state and federal governments.*



MUNICIPAL BUILDINGS – Schools: *The Department of Public Works also continues to aggressively address issues in our aging school buildings.*

Glo High	O'Maley	Beeman	Vets/EG	Plum	West P
<p>Installed DEP required upgrades to auto shop (signage, etc) and generator (stack alterations)</p> <p>Ceiling tile replacements – hundreds to date</p> <p>Finished auditorium lighting upgrades</p> <p>Replaced auditorium ceiling tiles</p> <p>Painted auditorium walls</p> <p>Sealed auditorium floors</p> <p>Replacing faulty block heater to generator</p> <p>Repaired RTU 1 for AC/heat to administration</p> <p>Patched several holes in rubber roof</p> <p>Installed new entry way mats at main entrance and field house</p> <p>New carpeting at lecture hall</p> <p>New baseboard at lecture hall</p> <p>Removed all vending machines</p> <p>Installed wash station rinser in kitchen</p> <p>Patched soft spots in field house floor</p> <p>Cleaned behind bleachers</p> <p>Repaired all 8 field house exhaust fans and controls</p> <p>Replaced missing drip edge on field house roofing</p> <p>Fixed at least 2 potential leaks in field house</p> <p>Installed new bubbler/bottle filler in cafeteria</p> <p>Painted in 2 bathrooms</p> <p>Sealed all blue vinyl tile</p> <p>Performed duct cleaning services on auditorium, cafeteria, lecture hall and field house</p> <p>Removed all bubble gum from field house floor and auditorium</p> <p>Worked on repairs for all main entrance doors, replaced some posts and broken glass</p> <p>Replacing lights</p> <p>Removed debris and cleaned out penthouse air handling room</p> <p>Performed multiple resurrections of HVAC equipment in air handling room</p> <p>Cleaned and serviced 3rd floor univents, replaced several motors and control components (more to go)</p> <p>Cleaned return air ventilation grates in hallways</p> <p>Replaced missing lights in field house</p> <p>Replaced second house pump (a big deal)</p> <p>Pumped and salvaged oil from underground tank and brought to O'Maley (6000 gal out of 7400 existing, needed to leave some in tank)</p> <p>Resurrected cafeteria and kitchen RTU for exhaust venting</p> <p>Custodial staffing up to six FTE with additional support when necessary</p>	<p>Implemented building-wide duct cleaning services</p> <p>Thorough servicing of lower air handling room equipment</p> <p>On-going servicing of upper air-handling room equipment</p> <p>Repair of large gym floor, re-finished</p> <p>Resurrection of boiler room exhaust system</p> <p>Resurrection of Lg Gym, locker room ventilation system</p> <p>Repair of Boys and Girls locker room showers and lighting</p> <p>Baseboard in courtyard</p> <p>Cafeteria ventilation resurrection</p> <p>Installation of bubbler/bottle filler in cafeteria</p> <p>Several first floor plexi-glass windows replaced with tempered</p> <p>Quarry tile replacement throughout</p> <p>Painted in several classrooms and large corridors</p> <p>Stopped several stubborn masonry leaks</p> <p>Replaced several hundred ceiling tiles</p> <p>Replaced several leaking heating univent valves</p> <p>Sealed tunnel/school partition</p> <p>Performed partial univent and pneumatic control cleaning and servicing Filters checked/replaced at all air systems</p> <p>Front doors replaced, security system installed</p> <p>Kitchen screen doors fixed</p> <p>New exterior walkway lighting</p> <p>Removed stored unwanted equipment, etc from lower classrooms</p> <p>Custodial staff up to 5 FTEs with additional support when necessary</p>	<p>Removal of concrete riser and floor drain repair in Kitchen</p> <p>Deep cleaning of old VCT</p> <p>Renovated supply room</p> <p>Repaired several exterior doors</p> <p>Replaced 3 toilets</p> <p>Performed extensive repairs to boilers (needs more)</p> <p>Repaired several univent motors or controls</p> <p>RTU in modular – wholesale</p> <p>repairs</p> <p>Fixed 2 longstanding leaks</p> <p>Removed several truckloads of debris and abandoned junk from hallways, still have to get rid of 2 “donated” pianos</p> <p>Several RTU vents fixed</p> <p>New custodian</p>	<p>VETS</p> <p>RTU at modular repairs</p> <p>Multiple ceiling tile replacements</p> <p>Electrical upgrades, fresh paint, new lighting in new SPED area</p> <p>Fixed leak in modular</p> <p>Security system at main entrance</p> <p>30% univent cleaning</p> <p>New custodian</p> <p>EAST</p> <p>GLOUCESTER</p> <p>Fixed RTU in Modular</p> <p>Cleaned 100% univents and serviced</p> <p>Performed Pneumatic control repair and service</p> <p>Repaired bathroom exhaust fan system</p> <p>Cleaned all hall radiator units</p> <p>Entrance security system</p> <p>Installed new exterior lighting, parking lot</p>	<p>New transformer – NGRID</p> <p>New Compressor for Pneumatic controls</p> <p>New cam spring on Boiler, Boiler cleaned and inspected</p> <p>Repair of old wing exhaust fan</p> <p>Secondary panel for Fire alarm repairs</p> <p>Patch several leaks in modulars</p> <p>Relayed building sewer pipe with chronic history of back ups</p> <p>Installed hand driers in bathrooms in modular classrooms</p> <p>Refinished gymnasium floors</p> <p>Assisted in installation of security system at front door</p> <p>Patched crumbling concrete at steps and loading dock</p> <p>Replaced broken or missing fixtures/lights (80 bulbs used)</p> <p>Replaced front door hardware</p> <p>Painted front door and misc trim</p> <p>Removed unused antennae from exterior wall</p> <p>Installed drip caps on all exterior modular doors</p> <p>Univent cleaning in several classrooms</p> <p>Some pneumatic control serviced</p> <p>Leveled front play area and reseeded/ install irrigation system</p> <p>New custodian</p>	<p>Resurrected</p> <p>East wing exhaust vent, and installed new roof hood</p> <p>All univents thoroughly cleaned and serviced</p> <p>Most pneumatic controls fixed</p> <p>Chimney and flues cleaned</p> <p>Many roof leaks fixed, ongoing</p> <p>Security system installed on front doors by IT and facility assistance</p> <p>Hallway radiators stripped and cleaned</p> <p>CO monitor installed in-line at kitchen</p> <p>propane supply</p> <p>New custodian</p>

INFRASTRUCTURE – Roads and Sidewalks: *All paving and sidewalks are being accomplished with city of Gloucester resources and our allocation from Chapter 90.*

**All or parts of these roads and sidewalks
have been recently paved.**



Middle Street - Hancock to Pleasant; Hancock Street - entire length; Eastern Avenue - Fair Street to Main Street; Thatcher Road - Rockport town line to Witham Street; Eastern Avenue - beginning of state highway (Calvary Cemetery) to Marina Drive: including new sidewalks; Washington Street - Grant Circle to Ferry Street: reconstruction of sidewalks along Golden Living Nursing Home; Washington Street - North Kilby Street to High Street; Decatur Street. ADA work: Chapel at Davis Street towards East Gloucester School; Duncan Street at Rogers Street; Roger Street by Parsons St; Norman Ave at Lexington Ave; Mystic Avenue

Cherry St - Poplar/Reynard; Poplar St - Washington to Cherry; Prospect St - Washington to School Street; Tower Road/Castle Hill Road; Causeway Street; Ye Old County; Centennial Avenue – Western Ave to Leslie O Johnson; Emerson Avenue; Eastern Avenue – Cross Street to Abbott Road; East Main – 128 to Rocky Neck Avenue; Rocky Neck Avenue; Eastern Point Road (Niles Beach); Washington St – Ferry Street to Autumn Lane; Washington Street – Goose Cove Bridge to Briarwood; Washington Street – High Street to Lanesville Center; Pleasant St – Prospect Street to Main Street Main St; Pleasant Street to Washington Street; Rogers St - Scott Street to Harbor Loop; Rogers St - Commercial to Porter; Leonard Street; Walnut Street; Revere Street (lower portion); Atlantic Road; Farrington Avenue; Concord St – Essex Ave to Bray Street; Bray - Concord Westerly 1500 Ft; Addison Street; Dennison Street (upper); Lincoln Street; Sumner Street; Osman Babson Road; Plum Cove Elementary Access Road; Beeman Memorial Access Road; West Parish Elementary Access Road; Witham Street; St. Anthony's Lane; Crowell Avenue; Wheeler Street; Way Road; Page Street; Mooreland; Prospect (School to Pleasant); Pleasant (Prospect to Willow); Smith Street; Maplewood Ave.; Pine Street; Proctor Street; Church Street; School Street; Mason Street; Mason Ct.; Cleveland Street; Cleveland Place; Shepherd Street; Willow Street.

ROADS AND SIDEWALKS: *We continue to be aggressive in paving roads and improving sidewalks. In the last three years, Gloucester has gone from zero funding to investing over \$300,000 in sidewalks.*



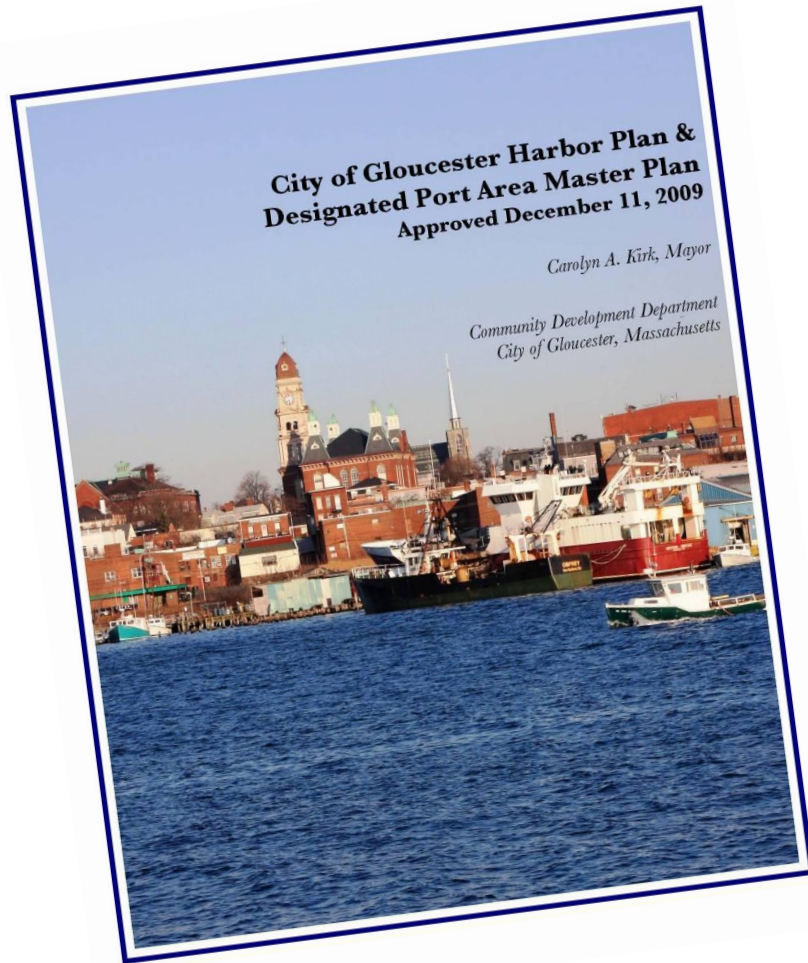
INFRASTRUCTURE – Other: *Sixty-two miles of coastline also burdens city resources with maintenance and repair of our coastal infrastructure.*



COMMUNITY DEVELOPMENT



HARBOR PLAN and HARBOR ECONOMIC DEVELOPMENT PLAN: *Two plans, developed within the last 5 years, guide our decision-making for much of community and economic development.*



HARBOR PLAN PROGRESS: *All properties are allowed a greater percentage of commercial supporting use (increased to 50%). Site plan review adopted.*

\$1 million investment in previously vacant building.

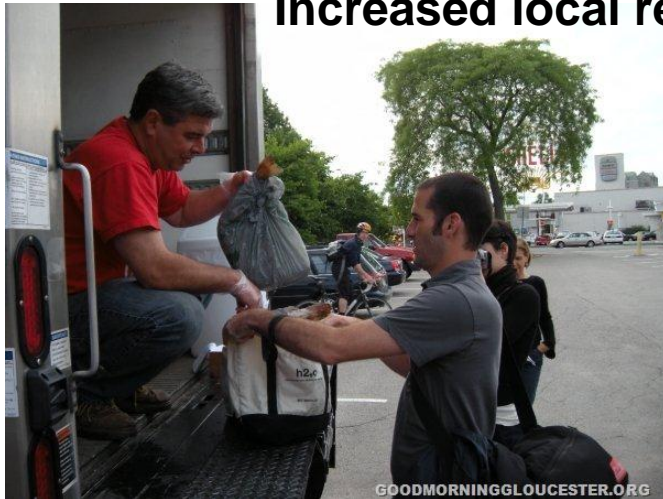


HARBOR PLAN PROGRESS: *Continued support of the fishing industry.*



Significant private investment in Fisherman's Wharf and Fish Auction

Increased local retailing of local fish

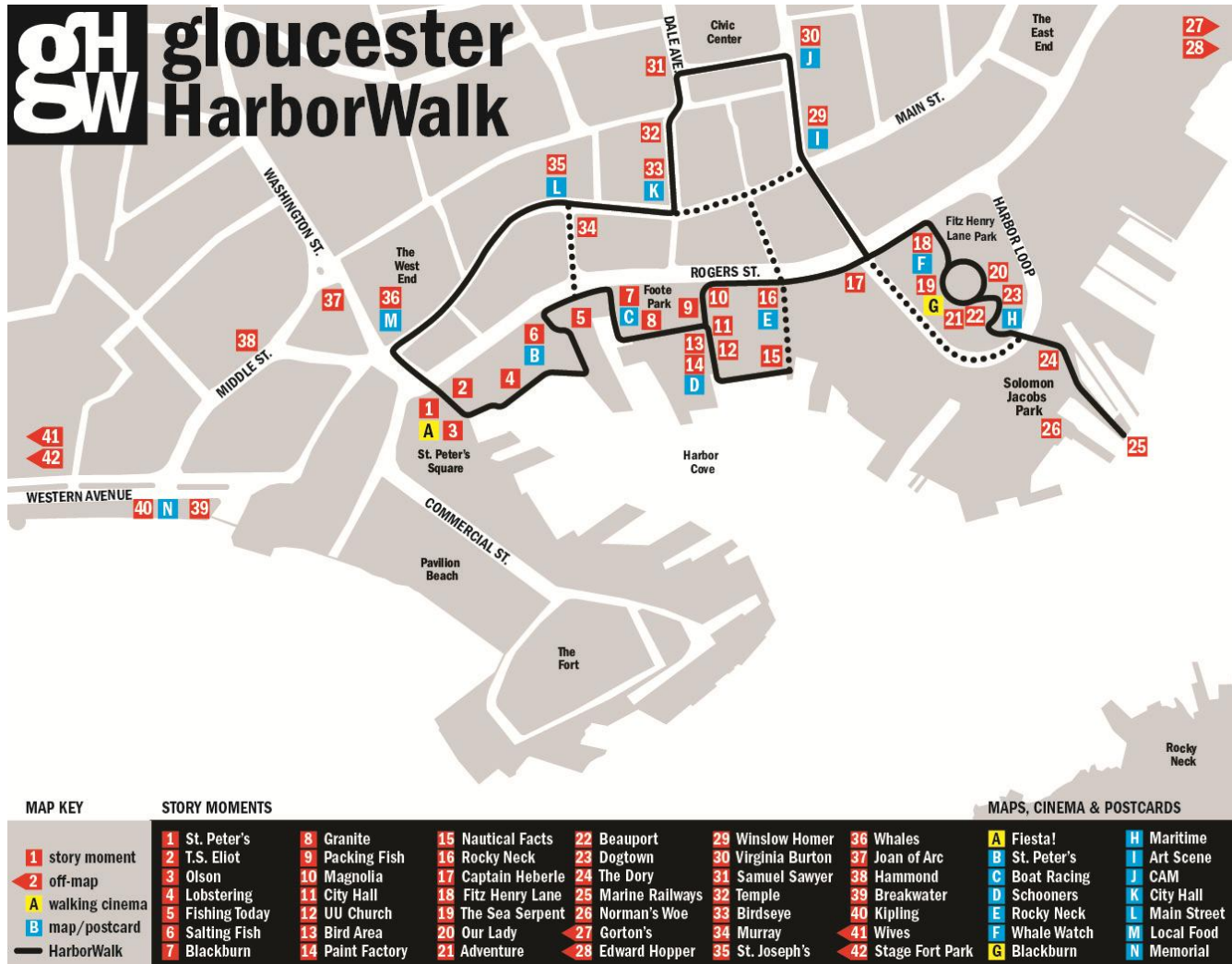


Cape Ann Fresh Catch

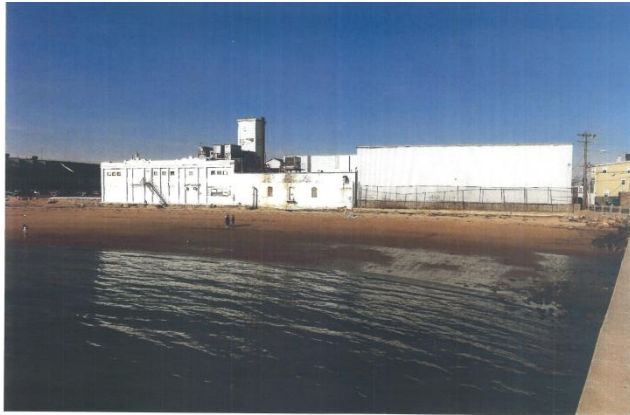


Fish market on Harbor Cove

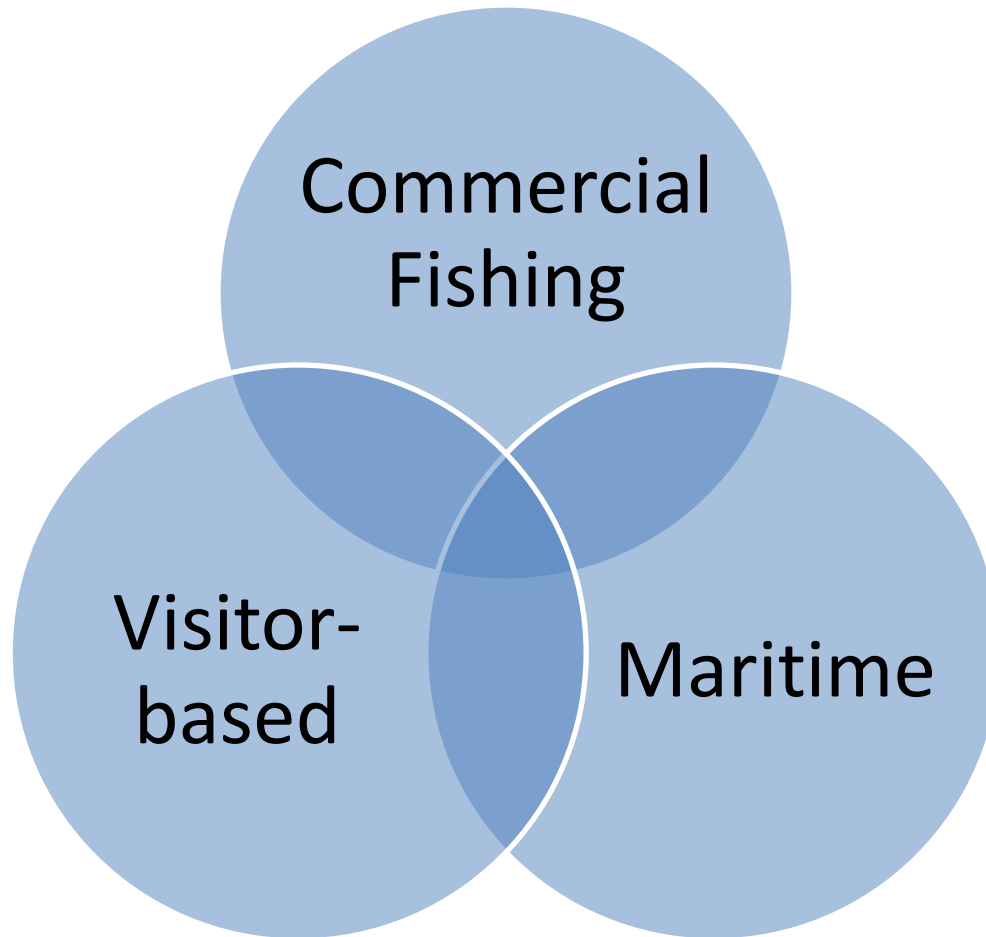
HARBOR PLAN PROGRESS: *Increased public access around working waterfront.*



HARBOR PLAN PROGRESS: *Two properties were identified in the 2009 Harbor Plan as underutilized and in need of assistance. I4-C2 and Bird's Eye.*



HARBOR ECONOMIC DEVELOPMENT PLAN: *The Harbor Plan created the building blocks for the Harbor Economic Development Plan which emphasizes three segments of the economy.*



HARBOR ECONOMIC DEVELOPMENT PLAN PROGRESS: *Some new developments regarding the visitor-based economy since the last State of the City address include the state's designation of the Rocky Neck Cultural District.*



The Gloucester Committee for the Arts is spearheading the designation of downtown Gloucester as a Cultural District.

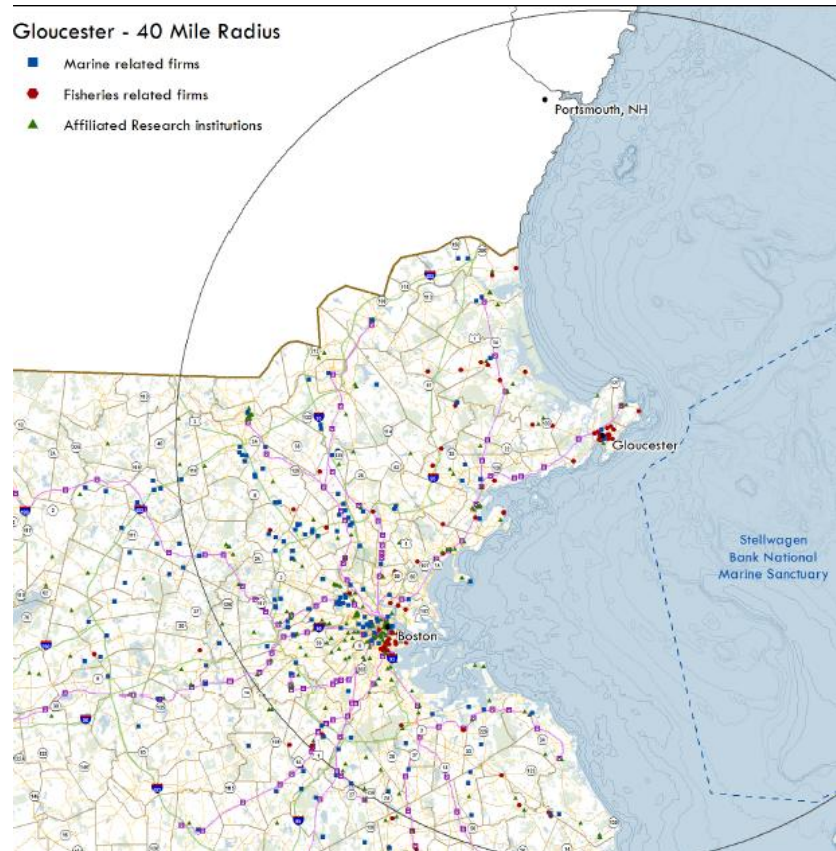
"The evidence is clear: A thriving creative sector is one of our Commonwealth's most powerful economic development assets."
Mass. Cultural Council



HARBOR ECONOMIC DEVELOPMENT PLAN PROGRESS: *The November 2011 Maritime Summit hosted by the city helped us understand the maritime economy and our opportunity within it.*

The MA Marine Science & Technology Industry:

- **\$4.8 billion MA industry**
- **37% of MST sales on North Shore**
- **Attracts 2nd greatest amount of venture capital and patents issued, second only to Boston**



HARBOR ECONOMIC DEVELOPMENT PLAN PROGRESS: *We have had some successes in attracting diverse and compatible uses for the working waterfront – or in the case of Gorton's - retaining jobs.*



HARBOR ECONOMIC DEVELOPMENT PLAN PROGRESS: *We are rebranding the city in order to position ourselves to capture the ocean-related jobs of the future.*

THE BOSTON GLOBE

OPINION

DERRICK Z. JACKSON

Gloucester 2.0

As the maritime economy changes, visionaries stay ahead of the curve

THIS TOWN'S last national burst of buzz came from the movie version of "The Perfect Storm," in which desperate fishermen going farther and farther out in search of dwindling stocks of codfish were swept into the abyss by a hurricane. You may soon hear about Gloucester again, as visionary leaders chart out what they hope is a perfect scenario of renewal. There are still hundreds of working fishermen here, but officials now talk of Gloucester becoming a cluster for a much broader "marine economy." Picture an aquatic Silicon Valley — a center of research on the "wired ocean" and a workshop for entrepreneurs developing products based on discoveries from the deep.

This is what's happening to the city, this is where we're going," vows Mayor Carolyn Kirk. "Come hell or high water, we're going there."

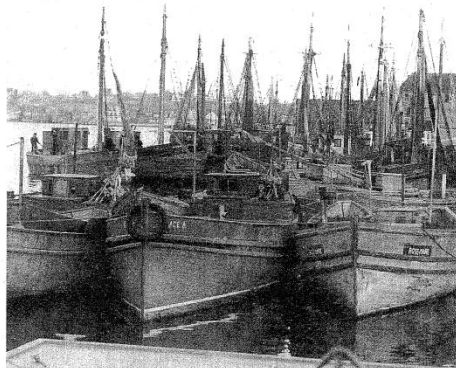
Touring the city this week, there was ample evidence that Gloucester can build on its seafaring heritage, even as it seeks to develop economic riches beyond fishing.

Many coastal cities in New England have turned to tourism as their fishing industries have shrunk. Last month, Gloucester opened a new HarborWalk to introduce visitors to the town's history. Yet it won't be a Disneyland; the town wants to maintain a working waterfront — one where innovative research occurs along with traditional fishing.

In Hodgkins Cove, the University of Massachusetts has revived a pelagic fish research station to track the travels of tuna, swordfish, and turtles, creatures that travel hundreds and thousands of miles, facing many overfishing and habitat threats along the way. Meanwhile, the whale-researching organization Ocean Alliance has moved its offices from landlocked Lincoln

down to the water's edge — to the site of a defunct company that once pioneered copper paint to keep barnacles and worms from attaching to ship hulls. The group's research vessel has been used to study the effect of the Gulf of Mexico BP oil spill on whales.

Other sites in Gloucester hint at more commercial possibilities. In a quiet inland office park was a company called Proteus, which specializes in a process for frozen fried fish and chicken that keeps moisture from escaping while preventing grease from soaking the meat during frying, thus creating lower-fat foods.



Fishing boats sit in Gloucester in April of 1933.



Gloucester Mayor Carolyn Kirk demonstrates how QR codes enable an interactive smartphone tour along the city's HarborWalk.

against the National Oceanic and Atmospheric Administration's methods of measuring fish stocks, and Brown has called for the firing of NOAA administrator Jane Lubchenco.

To be sure, city officials in Gloucester tend to back fishermen's complaints about excessive regulation. But in Gloucester, the lines separating scientists and fishermen are quietly blurring. Already, researchers at the pelagic research center are working with commercial fishermen on their boats to tag tuna for research. Mayor Kirk and Gloucester harbor planning director Sarah Garcia said they see NOAA's research oper-

ations, the Ocean Alliance, and the pelagic center as vital economic anchors that complement the city's traditional industry — especially now that there are only at best 500 active fishermen left in town.

Garcia said that based on her national travels, Gloucester could be the East Coast counterpart to San Diego and its Scripps Institute of Oceanography. "We're still pretty good at extracting marine resources," Garcia said, noting that Gloucester still had the nation's 13th richest fishery in 2010, valued at \$57 million. "But we have the chance to become a national leader in analyzing the resource and attracting small businesses associated with that."

Gloucester faces competition, not just from San Diego but also from places like Seattle. So it deserves support from the Commonwealth, which has richly supported not just the life sciences in Cambridge and Worcester but also the arts-oriented revitalization of cities like North Adams and Pittsfield.

Gloucester represents a chance for another approach still. The 19th-century poet Hiram Rich wrote about shipwrecks off Gloucester. "Though boats go down, men build anew." As the numbers of actual fishermen go down in Gloucester, women and men are building a new maritime future.

Derrick Z. Jackson can be reached at djackson@globe.com.

Opinion A1

8/9/12

12 Wednesday, November 7, 2012 GLOUCESTER DAILY TIMES



EDITOR • RAY LAMONT • 978-283-7000 • 23432 • rlamont@gloucesterdailymtimes.com

OPINION

Marine station a part of UMass' future

My View

Robert Carot

The University of Massachusetts, like most of the great public universities of our country, is celebrating a major milestone: It was 150 years ago that President Lincoln signed the Morrill Land Grant Act into law, creating the system that made higher education available to millions of Americans, and which led to the founding of UMass the following year.

The goal of Congressman Justin Morrill's bill was to create a national system of public colleges that would transform individual lives and also make our communities, our states and our nation smarter and more competitive. The bill was about innovation, accessibility, impact and change.

All of that — the noble goal of the bill, the hopes its supporters must have harbored — came back to me last month as I traveled the state on a four-day, 500-mile bus tour to see exactly what that landmark bill had accomplished in a century-and-a-half.

It is no stretch at all to say that what Congressman Morrill started led directly to the work and commitment I saw in Gloucester's beautiful Hodgkins Cove at the UMass Marine Station.

The goal of the marine station is exactly in sync with the goals set out by Morrill 150 years ago: Through public investment in higher education, individual students and the

state as a whole benefit from thoughtful research and targeted innovation that, in the final analysis, mean more and better jobs, healthier citizens and a stronger society.

No industry is as tied to the heart, soul and economic origins of the Commonwealth as is fishing. Increasingly, no industry is facing such deep, troubling stresses and challenges.

The mission of the marine station, in studies on everything from the migratory pattern of the bluefin tuna to the reproductive habits of lobsters, has an enormous impact on how we will preserve and protect fish and fishing to keep this industry, and this vital source of food, intact and thriving for all of us.

With the support of Sen. Bruce Tarr and Rep. Ann-Margaret Ferrante, the Research Center is poised to participate in research using sonar to help scientists and fishermen develop more reliable information about fish stocks and determine how fish and fishing can best co-exist.

As Molly Lutecavage, director of the marine station said, UMass is redefining what it means to work with the fishing industry to achieve advances that have positive economic and social implications — a feat that complements the university's land-grant history and tradition.

UMass is not simply involved in marine science here in Gloucester. My trip also took me to New Bedford, to the School for Marine Science and

Technology at UMass Dartmouth, and there I heard the same concerns for the future of the fishing industry that I heard in Hodgkins Cove — and witnessed the same commitment by UMass scientists to find answers.

These aren't local concerns particular to this state's two great fishing ports, New Bedford and Gloucester. They are national concerns that recently led President Obama to declare the industry here a disaster.

With a possible infusion of millions in disaster aid to New England to help fishing families and to enable us to better understand and mitigate what is happening in our fishery, I am proud that UMass — in Dartmouth and in Gloucester — is at the forefront of finding solutions. Clearly, given the importance of the fishing industry and the alarming rate of fish stock decline, there needs to be more funding to push this important research and work, and UMass is prepared to help put a shoulder to the wheel to be sure those funds are directed where they need to go.

What I saw at the marine station in Gloucester and at UMass Dartmouth's School of Marine Science and Technology bore out a Vermont congressman's hopes for a public education system dedicated to higher education that furthered both the individual and the public good.

Robert L. Carot is president of the University of Massachusetts.

HARBOR ECONOMIC DEVELOPMENT PLAN PROGRESS: *We are rebranding the city in order to position ourselves to capture the ocean-related jobs of the future.*



Money & Career

BOSTON SUNDAY GLOBE NOVEMBER 18, 2012 | BOSTONGLOBE.COM/BUSINESS

A sea change

By [Name]

Cobscook Bay Tidal Energy Project
This tidal generator is the nation's first grid-connected ocean energy project, and began delivering electricity to Maine's power grid in September. Eventually the project will be part of a network of 20 generators producing enough electricity to power 1,200 homes.

Cape Wind
130 turbines generating 420 MW of power — or enough for at least 200,000 homes — from a 24-square-mile site in waters in Horseshoe Shoal. The project has federal approval and contracts for about 75 percent of the energy it will generate. Developers have started surveying the site.

Muskeget Tidal Energy Project
Edgartown is working with a university consortium to build a 5 MW pilot tidal energy project that would generate enough electricity to power about 1,500 homes a year.

MA/RI Wind Energy Area
Earlier this year, officials designated a 1,160 square-mile swath of water about 14 miles south of Martha's Vineyard as perfect for wind energy projects. When developed, the area could generate 4,000 MW of energy a year, or enough to power an estimated 1.7 million homes.

New England community fishing and other seafood reinventing themselves

The image is a page from the Boston Sunday Globe, November 18, 2012, featuring an article titled 'A sea change' about ocean energy projects in New England. The article includes a map of the coastline from Maine down to Block Island, highlighting four key areas: Cobscook Bay, Cape Wind, Muskeget, and the MA/RI Wind Energy Area. Each area is accompanied by a brief description of the project. The article also mentions a community fishing and seafood reinvention effort in New England.

2013 HARBOR PLANNING: *Our challenge continues to be attracting the jobs and investment along the working waterfront that we desire and to have zoning in place that supports our efforts.*

**Putting
The
Working
Port
Back
To
Work**

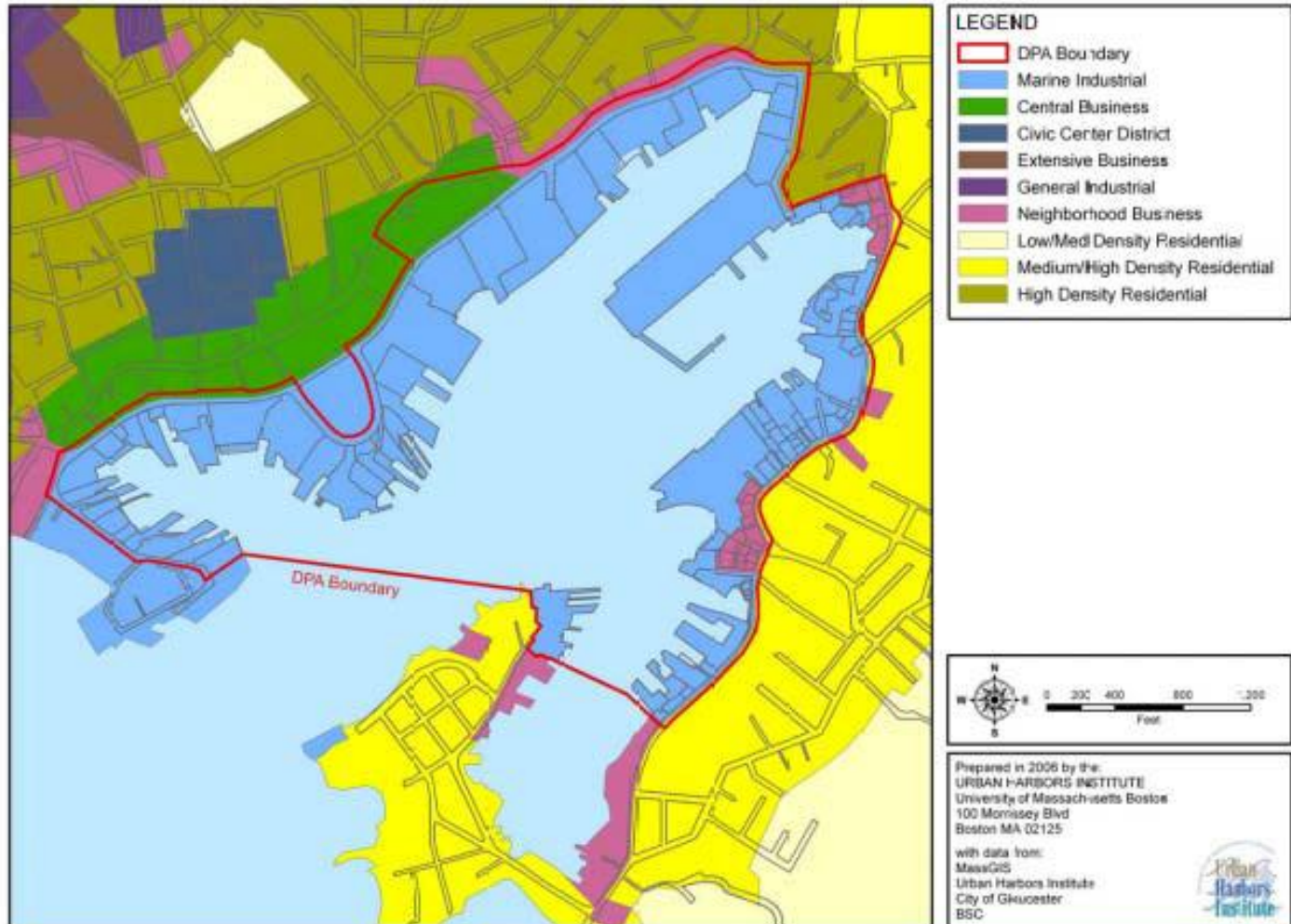


Figure 5-1. Gloucester Harbor Zoning

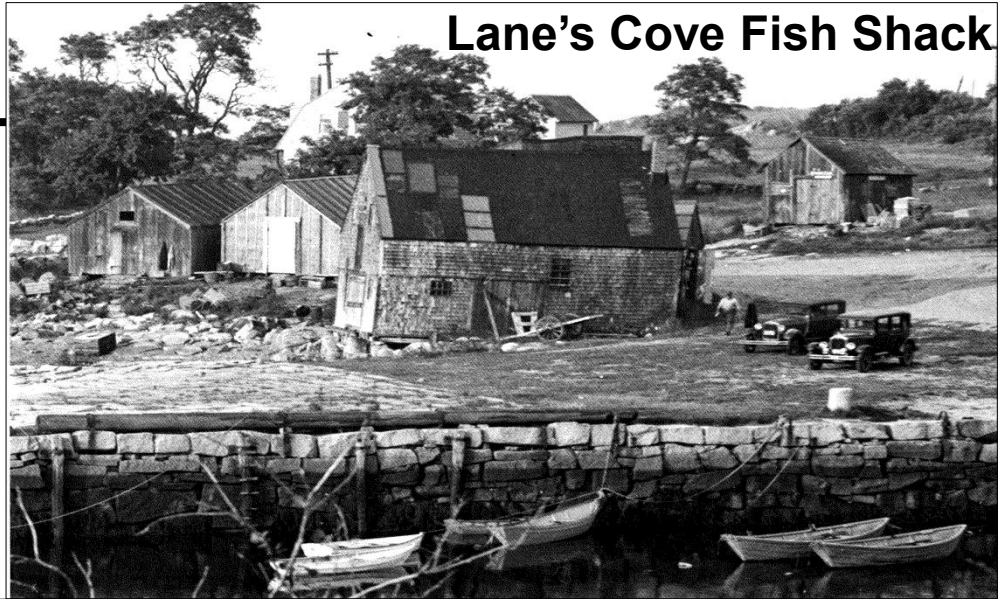
COMMUNITY PRESERVATION PROJECTS: *The CPC has completed three rounds of project reviews and has recommended 29 projects for funding. Many of the 1st round projects have been completed.*



HISTORIC PRESERVATION PROJECTS:

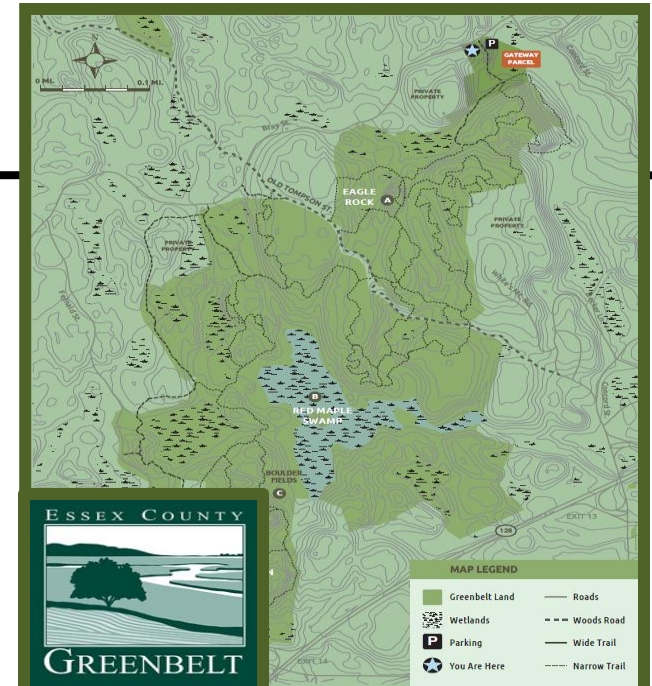
- City Hall Restoration
- Historic New England – Beauport
- White Ellery House
- WPA Mural Restoration
- Phyllis A. Marine Association
- Gloucester Adventure
- Unitarian Universalist Church
- Cape Ann Museum
- Magnolia Historical Society
- Sargent House Museum
- Sawyer Free Library
- Fish Shack (Pending)

Lane's Cove Fish Shack



OPEN SPACE AND RECREATION PROJECTS:

- **Tompson Street Gateway (ECGA)**
- **North Gloucester Woods Preservation Plan**
- **Little River Restoration**
- **Worstrel Environmental Adventure Center (GHS)**
- **Good Harbor & Newell Stadium (Pending)**



Good Harbor



Newell Stadium



COMMUNITY HOUSING PROJECTS:

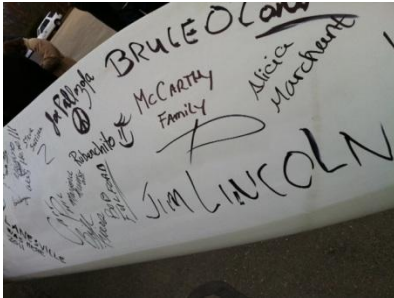
- **10 Taylor Street (Gardner Company)**
- **Central Grammar Apartments Renovation**
- **Sheedy Park Roof Replacement**
- **GHA Cape Ann Homeownership Center**



10 Taylor Street



WIND TURBINES: *The Clean Energy Commission and City Council were instrumental in facilitating the Power Purchase Agreement for the wind turbines located at the Gloucester Engineering property.*



- **Over 2,000 citizens signed the blades.**
- **Turbines will save city \$11 million over course of agreement.**
- **Savings earmarked for new combined police / fire station.**

FULLER SCHOOL REDEVELOPMENT: *A survey has been completed asking for citizen preferences for the redevelopment of the Fuller School.*



- **13 acre site.**
- **176,000 sq ft building.**
- **10% currently occupied.**
- **School Committee has affirmed its stance that it is not seeking its reuse as a school.**

OPTIONS PROVIDED:

- 1. Retail Stores**
- 2. Commercial Office Space**
- 3. Combo Commercial Office Space and Police / Fire Headquarters**
- 4. Combo YMCA and Police / Fire Headquarters**
- 5. Municipal Complex**

MUNICIPAL BUILDING SURVEY: *A sneak peek at some survey results...*

807 responses were received.

RETAIL STORES – Most opposed option.

COMBO YMCA / POLICE / FIRE HQ – Most supported and least opposed option.

58% support keeping city offices downtown in City Hall.

44% support consolidating all city offices downtown but in city-owned buildings.

28% visit City Hall during business hours once a month or more.

60% visit City Hall during business hours fewer than 5 times per year.

... and when they do, 71% visit other downtown businesses as well.

47% said they “generally find convenient parking available at City Hall”.

How to pay for everything was all over the map.

SUMMARY



SUMMARY – State of the City: *From underground systems to sidewalks to the skyline, Gloucester is undergoing tremendous change. As with all change, we can let it happen to us, or we can embrace it, and manage it in a way that is aligned with what we want for our community.*

Gloucester is managing change and we are defining our future:

- **ON SOLID FINANCIAL GROUND**
- **STABLE INFRASTRUCTURE**
- **STRONG CITIZEN ENGAGEMENT**
- **PLANS REFLECT COMMUNITY VALUES WHICH LEADS TO SUCCESSFUL IMPLEMENTATION**